



**Allianz Italy**

**Giacomo Campora**  
CEO Allianz Italy

**Allianz Germany  
claims management**

**Lucie Bakker**  
Chief Claims Officer and Member of  
the Board of Management Allianz  
Versicherungs-AG

**Allianz Suisse**

**Ruedi Kubat**  
CEO Allianz Suisse

**IFRS 9/17**

**Giulio Terzariol**  
CFO Allianz SE

Allianz Investor Relations App

Apple App Store

Google Play Store

**Munich, June 2023**

# INSIDE ALLIANZ SERIES

# #11

# Business in focus: 20% of Group operating profit

## Revenues (2022)

Allianz Group  
EUR 153bn



## Operating profit (2022)

Allianz Group  
EUR 14.2bn





Allianz  
Italy

Giacomo Campora  
CEO Allianz Italy

Munich,  
June 2023

# INSIDE ALLIANZ SERIES

# #11

# Italy – market at a glance

## Key data 2022

- Population: 58.9mn
- GDP (EUR): 1,909bn
- GDP/capita (EUR): ~32,400
- Inflation: 8.7%
- Insurance penetration<sup>1</sup>: Non-life 1.9%, Life 6.0%
- Country rating (S&P): BBB

## Market specifics

### Non-life

- Mature market, highly concentrated (top 3 players have 50% market share) with distribution dominated by multi-tied agents (~74%)
- Motor market suffering from prolonged downward pressure on average premium in MTPL
- Lower non-motor insurance penetration vs. EU peers

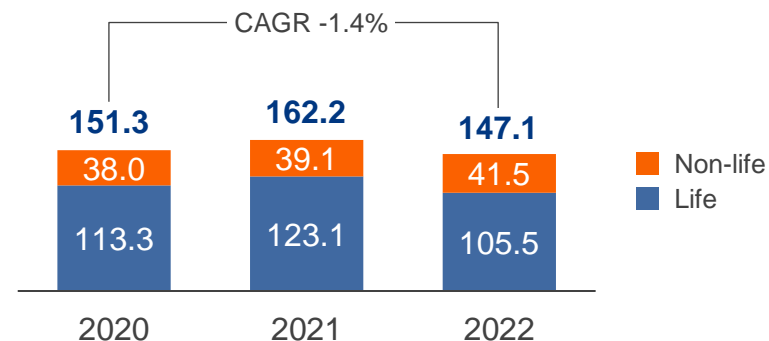
### Life

- Strong distribution presence of banks (39%) and post offices (16%)
- Challenging business environment due to volatile financial markets
- Increasing yields and change in demand

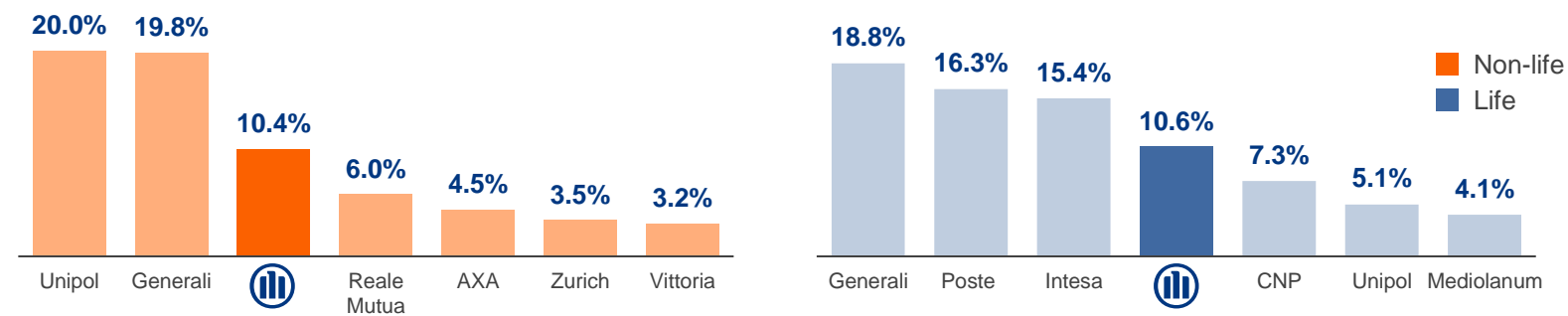
Sources: ANIA, IVASS, EIOPA, Istat  
1) GPW as % of GDP

2) Groups market share. Market shares for Allianz Italy excluding Allianz Direct, AGCS and Allianz Trade (which add additional 2.4% non-life market share in 2022)

## Market size and growth (GPW, EUR bn)

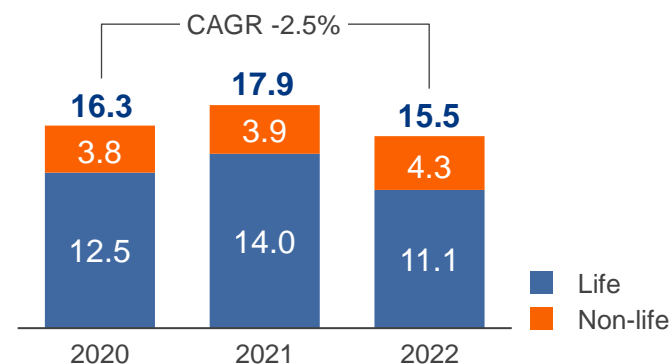


## Market shares 2022 (GPW, %)<sup>2</sup>

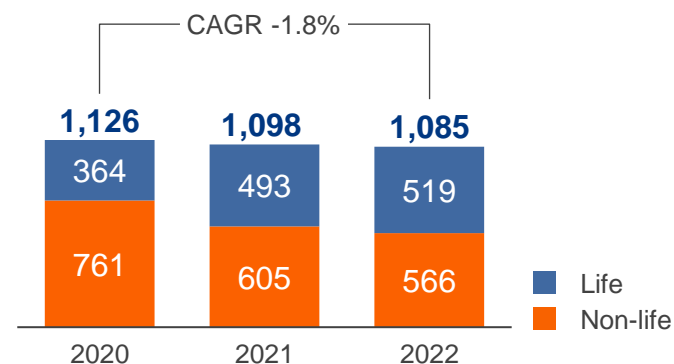


# Allianz Italy (1/2)

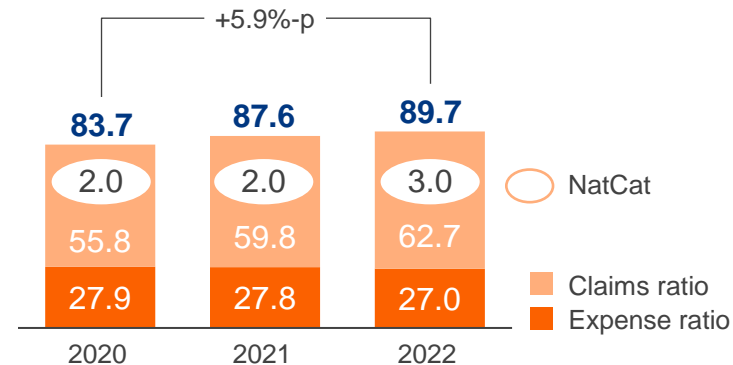
## Revenues (EUR bn)



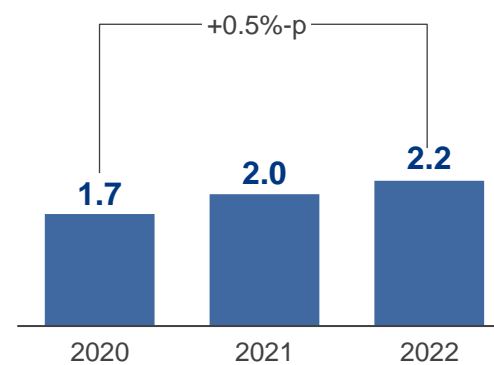
## Operating profit<sup>1</sup> (EUR mn)



## Combined ratio (%)



## NBM Life (%)



## Highlights

- Solid contributor to Group operating profit: Top 5 in P/C and L/H
- Successful multichannel footprint (2022):
  - ~2,700 agents with ~22,000 secondary salesforce, ~2,000 bank branches and ~2,300 financial advisors
  - Long lasting and successful Bancassurance agreement: UniCredit Allianz Assicurazioni #3 in BA non-life<sup>2</sup> and UniCredit Allianz Vita #3 in BA Life market
- Front runner in digitalization and product innovation
- 6.1mn customers in 2022<sup>3</sup>
- “A stable” rating from S&P

## Key milestones

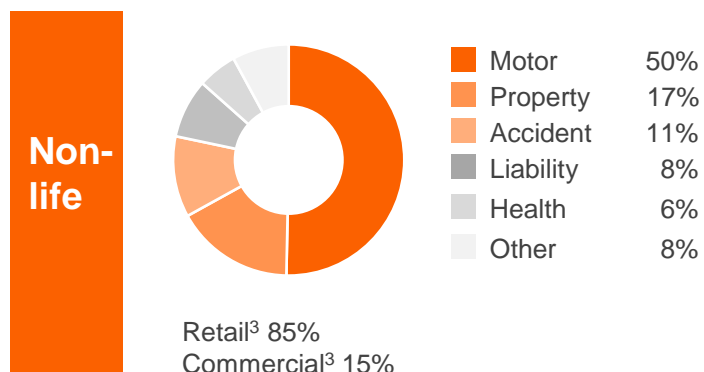
- 1966 Allianz enters the Italian market
- 1987 Allianz buys a majority stake in RAS. Credito Italiano and RAS joint venture in Bancassurance
- 1995 Allianz buys Lloyd Adriatico and Unione Subalpina
- 2006 RAS Holding merges with Allianz, forming Allianz SE
- 2007 Merger of RAS, Lloyd Adriatico and Allianz Subalpina gives birth to Allianz Spa
- 2014 Acquisition of 725 Milano/Sasa (MiSa) agencies from UnipolSai
- 2021 Acquisition of AVIVA non-life business (Allianz Viva)
- 2022 Renewed JV partnership between UniCredit and Allianz

1) Operating profit including Allianz Bank and Investitori SGR  
 2) Pure BA non-life ranking, excluding Assimoco

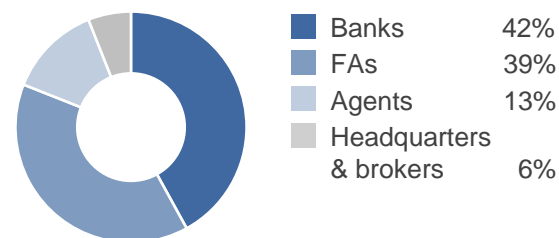
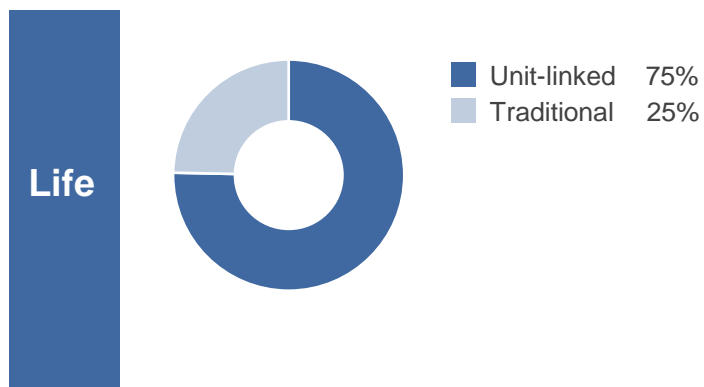
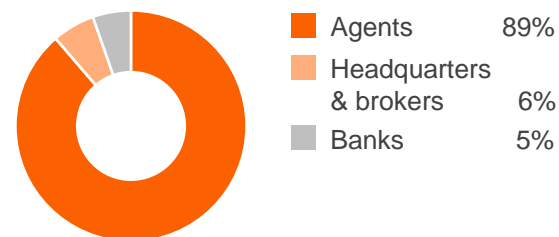
3) Excluding Direct customers

# Allianz Italy (2/2)

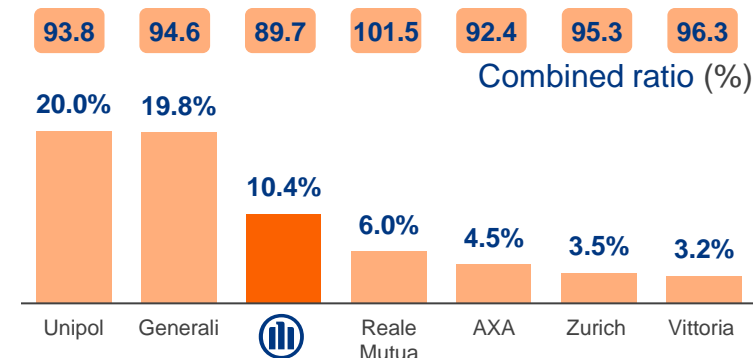
## 2022 Product mix (GPW, %)



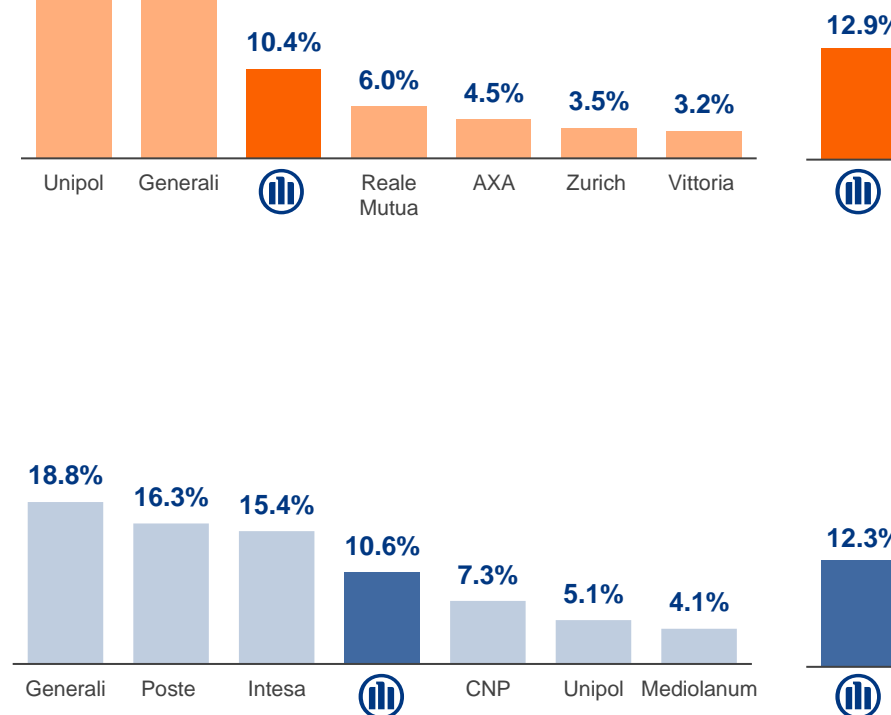
## Distribution mix (GPW, %)



## Market shares<sup>1</sup> (GPW, %)



## RoE<sup>2</sup> (%)



1) Groups market share. Market shares for Allianz Italy excluding Allianz Direct, AGCS and Allianz Trade (which add additional 2.4% non-life market share in 2022)

2) Deducting investments in affiliated enterprises, excluding unrealized gains/losses on debt securities (net of shadow accounting) and goodwill; Life RoE refers to L/H

3) Retail including SME and Fleet; commercial including MidCorp and large Corporate

# Allianz Italy – key messages

<b>Market</b>	Highly concentrated market with low penetration in non-motor business
<b>Footprint</b>	#3 in non-life market, #4 in life market with multichannel distribution
<b>Track record</b>	More than EUR 1bn operating profit p.a. in the last 10 years p.a.
<b>Strategy</b>	“Beat the best” culture along the entire value chain
<b>Claims management</b>	Efficient claims management to maintain high customer satisfaction (VoC 4.6 <sup>1</sup> ) and counterbalance inflation
<b>Ambition</b>	Maintain $\geq$ EUR 1bn operating profit in a challenging market

1) Voice of Customer motor and non-motor claims, rating 1-5



# Allianz Germany claims management

**Lucie Bakker**  
Chief Claims Officer and  
Member of the Board of Management  
Allianz Versicherungs-AG

Munich,  
June 2023

# INSIDE ALLIANZ SERIES

# #11

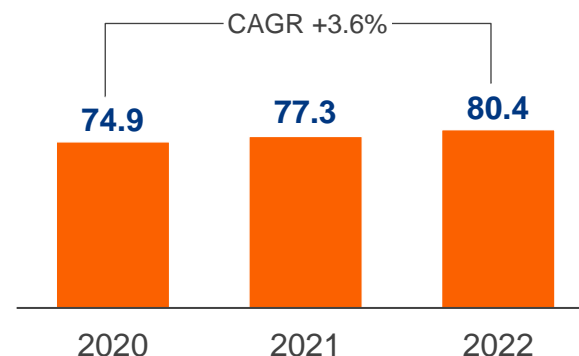


# Germany P/C – market at a glance

## Key data 2022

- Population: 84.3mn
- GDP (EUR): 3,870bn
- GDP growth: 1.8%
- GDP/capita (EUR): 46,149
- Inflation: 7.9%
- P/C insurance penetration<sup>1</sup>: 2.1%
- Country rating (S&P): AAA

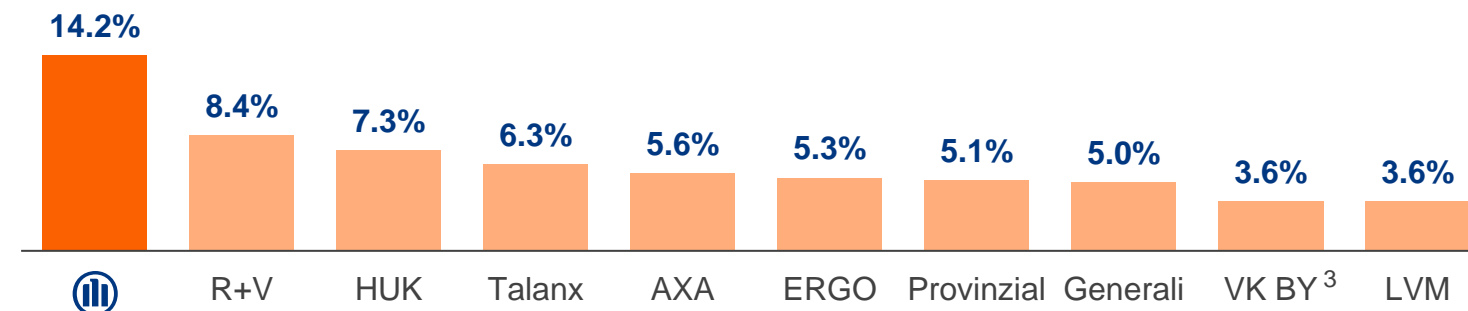
## P/C market size and growth (GPW in EUR bn)



## Market specifics

- Second largest European P/C insurance market
- Highly competitive in P/C
- Allianz clear market leader
- No major changes in competitive landscape, top ten competitors more or less unchanged in recent years
- No major M&A or M&A attempts in the last years

## Market shares (GPW<sup>2</sup>)

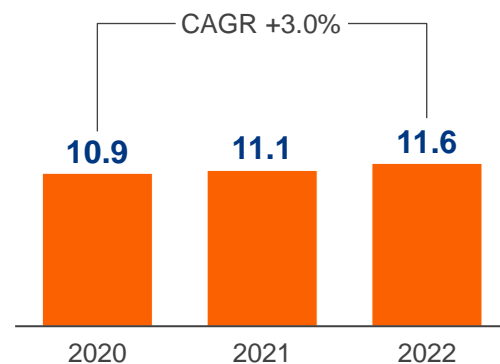


Sources: Destatis, GDV  
1) GPW as % of GDP

2) Latest available data (2021)  
3) Versicherungskammer Bayern

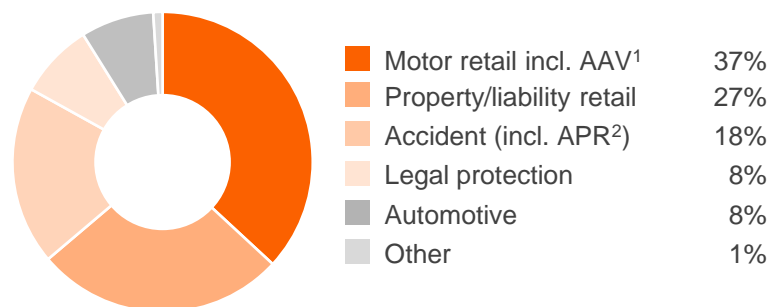
# Allianz Germany P/C – overview

## Revenues (EUR bn)

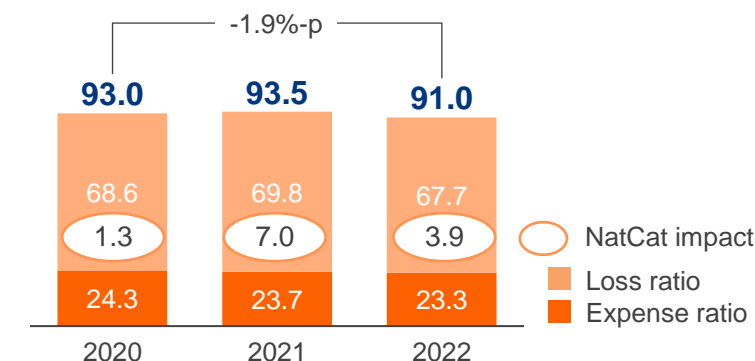


## Product mix retail (in %, GPW, 2022)

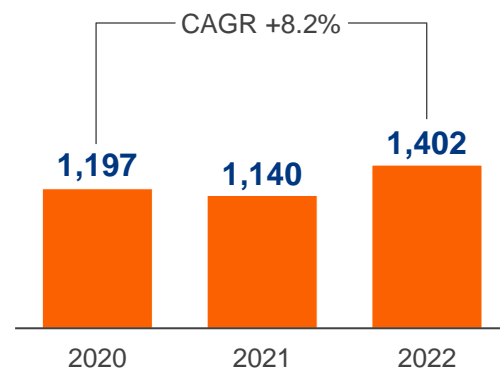
GPW: EUR 6.8bn



## Combined ratio (%)

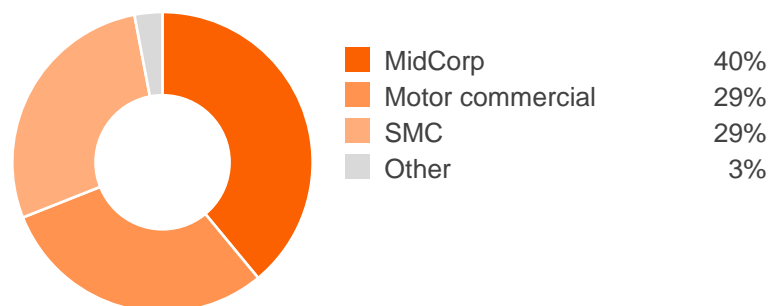


## Operating profit (EUR mn)



## Product mix commercial (in %, GPW, 2022)

GPW: EUR 4.6bn



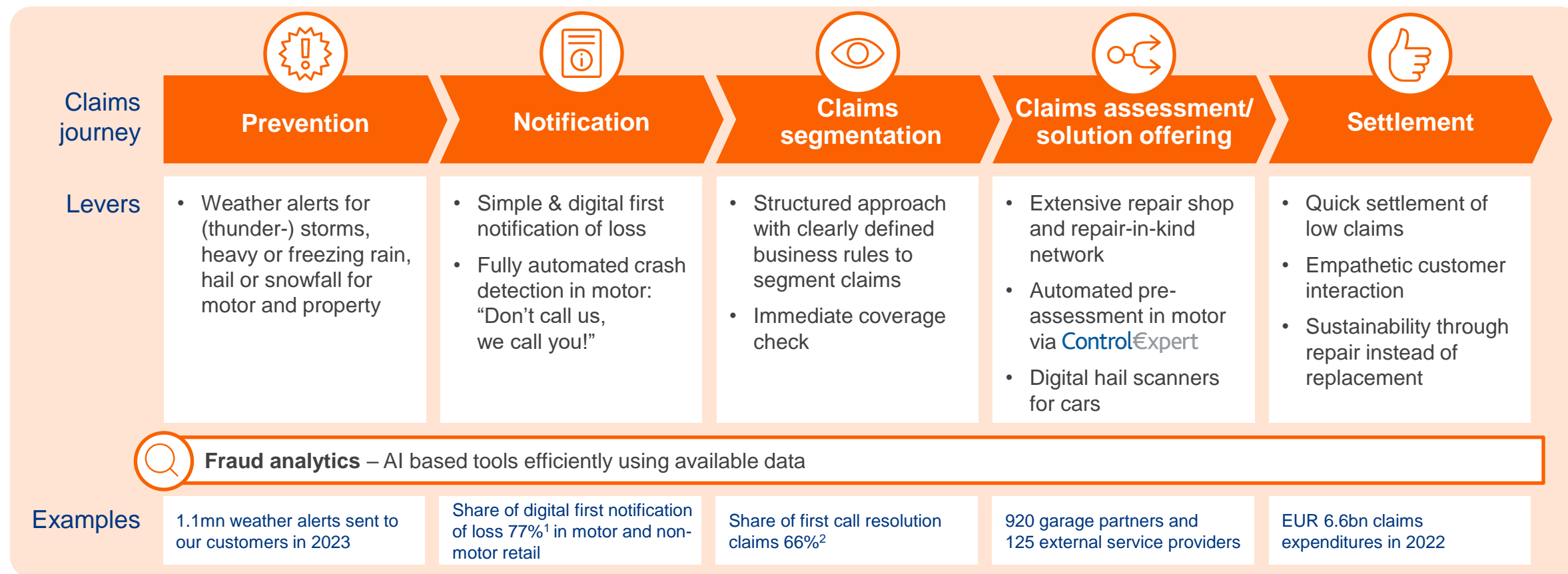
## Milestones

- 1890 Formation of Allianz as an accident and transport insurance company
- 1918 Entry into the motor insurance business
- 1954 Opening of new headquarters in Munich
- 1990 Takeover of the East German state insurance authority
- 2006 Foundation of Allianz Deutschland AG

1) ADAC Autoversicherung (motor insurer of German largest automobile club), the share of AAV equals 6% in total  
 2) Accident insurance with premium refund

# Extensive levers along the entire claims journey ...

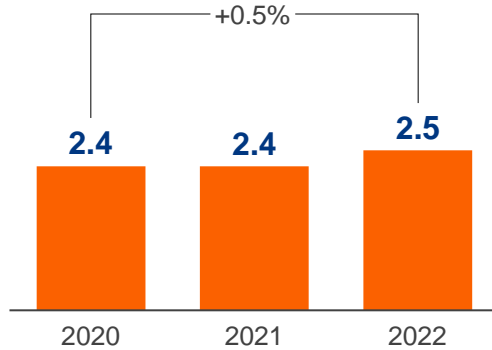
## Claims management levers – examples



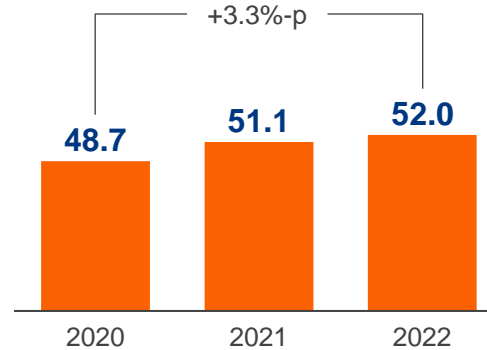
1) Including customer and agent FNOL  
2) Motor retail

# ... resulting in continuous operational improvements

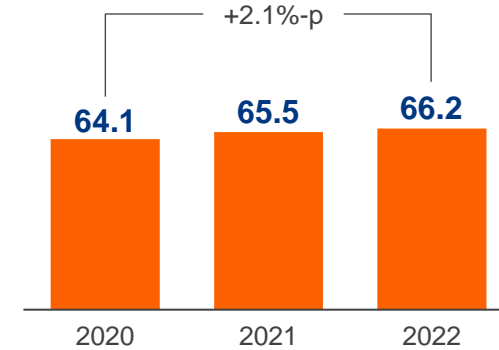
**No. of claims reported (mn)**



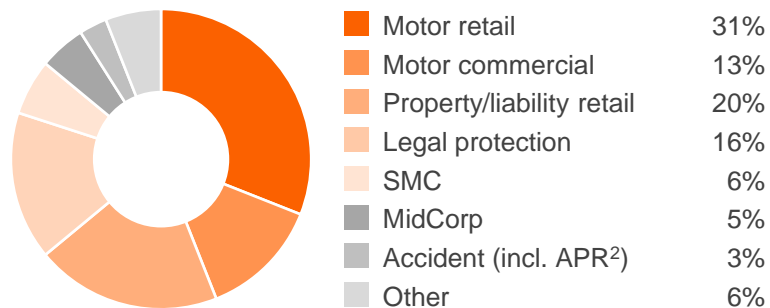
**Claims steered to preferred solutions**  
(% of motor claims)



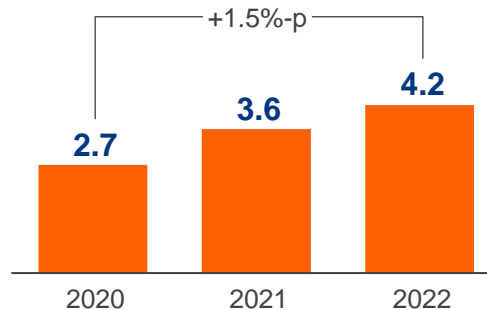
**Share of first call resolution claims**  
(% of motor retail claims reported)



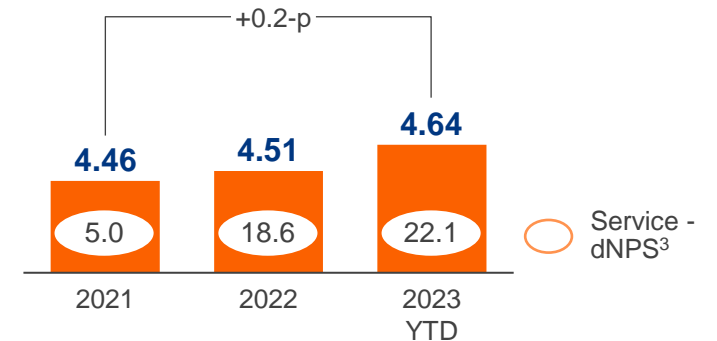
**No. of claims by line of business (2022)**



**Fraud savings**  
(in % of payout)



**Customer satisfaction**  
(VoC<sup>1</sup> rating 1-5 at settlement)



1) Voice of customer

2) Accident insurance with premium refund

3) The digital Net Promoter Score (dNPS) is a top down NPS measuring customer loyalty by asking customers how likely they are to recommend Allianz to a friend or a colleague

# Allianz Germany claims – key messages

- Market** Second largest European market with attractive margins
- Footprint** Clear market leader with 14% market share
- Track record** EUR 1.4bn operating profit and combined ratio of 91% in 2022
- Strategy** Leading service provider with highest customer satisfaction  
(claims)
- Ambition** As of 2025 more than EUR 200mn savings p.a. in retail<sup>1</sup>  
(claims)

1) ACM savings p.a. versus baseline 2018



Allianz  
Suisse

Ruedi Kubat  
CEO Allianz Suisse

Munich,  
June 2023

INSIDE  
ALLIANZ  
SERIES

#11

# Switzerland – market at a glance

## Key data 2022

- Population: 8.8mn
- GDP (CHF): 771bn
- GDP/capita (CHF): ~88,000
- Inflation: 2.8%
- Insurance penetration<sup>1</sup>: Non-life 2.4%, life 3.2%
- Country rating (S&P): AAA

## Market specifics

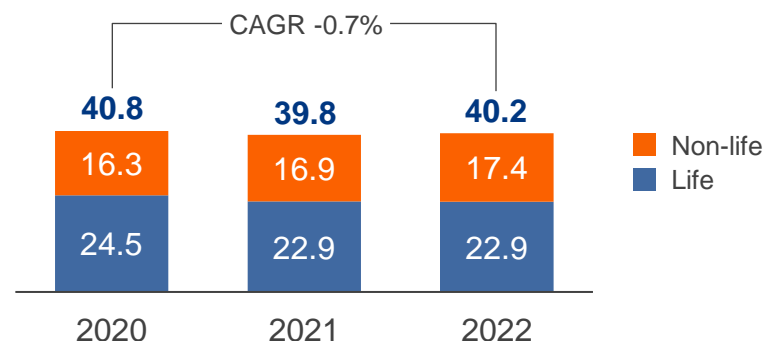
### Non-life

- Mature market; top 5 players with 82% market share
- Distribution dominated by agencies (retail) and broker (commercial)
- Highly profitable market; average combined ratio ~91% (2022)

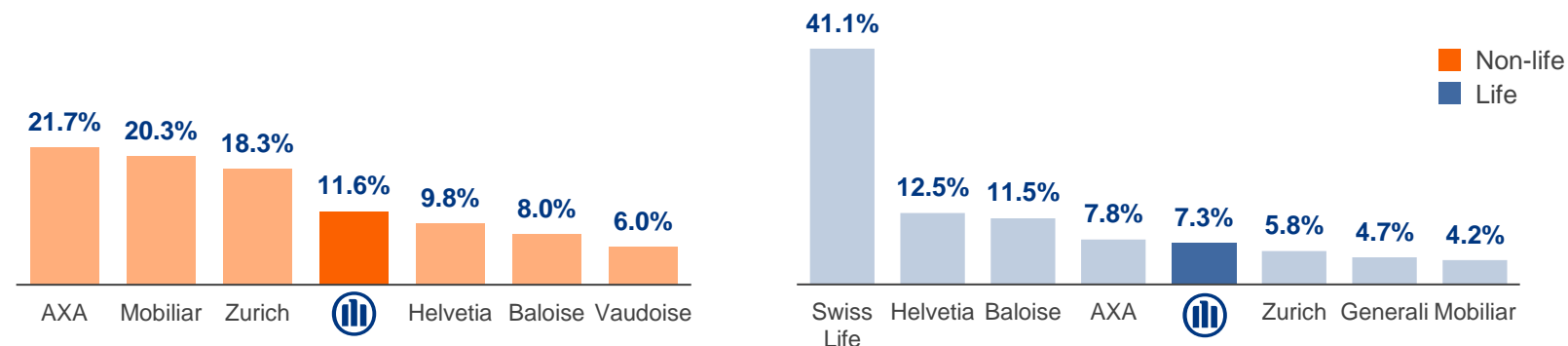
### Life

- Mature market; top 5 players with 80% market share
- Distribution: mainly agencies and intermediaries
- 2 major business areas: group life (Swiss occupational plans) and individual life
- Group life: market trend towards semi-autonomous solution<sup>3</sup>

## Market size and growth<sup>2</sup> (GPW, CHF bn)



## Market shares 2022 (GPW, %)



1) GPW as % of GDP

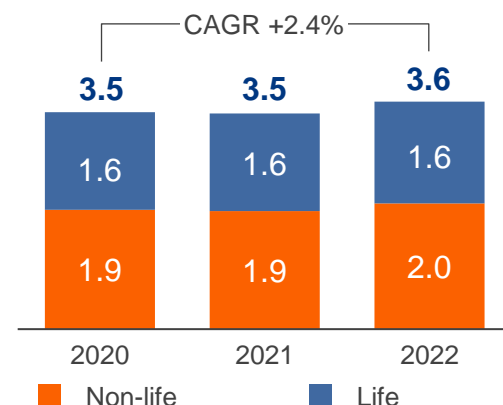
2) Life includes only full insurance solutions; semi-autonomous solution out of scope (market size: ~1.4mn insured people)

3) Pension fund solution in Switzerland where the investment risks are borne jointly by the foundation and the affiliated employee benefits units

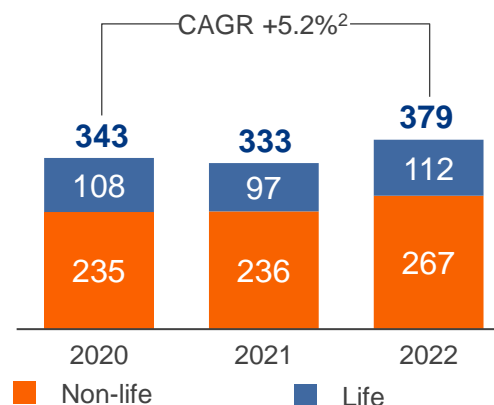
Sources: SECO – State Secretariat for Economic Affairs; Allianz Group Economic Research; 2022 SVV report

# Allianz Suisse (1/2)

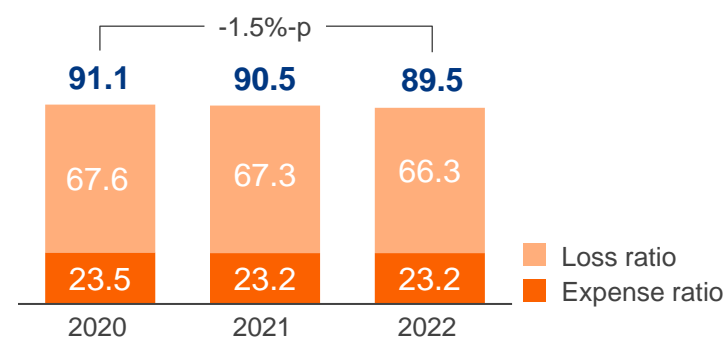
## Revenues<sup>1</sup> (EUR bn)



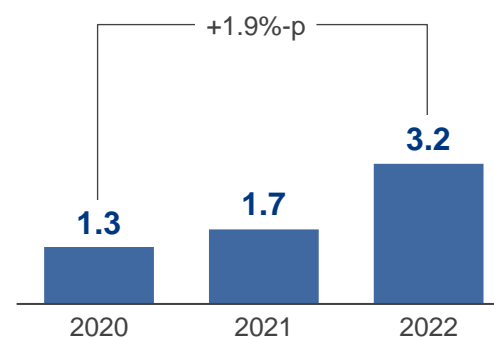
## Operating profit (EUR mn)



## Combined ratio (%)



## New business margin (%)



## Highlights

- ~1mn retail and more than 100,000 corporate customers
- AA rating from S&P
- Successful omnichannel distribution model
- Strong & stable operating profit contributor driven by outstanding margins and capital efficiency in both non-life and life. Successful backbook transaction in individual life
- Margins: excellent, improving non-life CR driven by technical excellence and ACM claims measures. Life NBM above 3% driven by individual life (>5%)

## Key milestones

- 2002 Merger of ELVIA, Berner Versicherung and Allianz to Allianz Suisse
- 2018 Allianz Suisse acquires legal protection insurance subsidiary DAS Switzerland to reach leading position in Swiss legal insurance market
- 2021 Europe's largest life reinsurance transaction implemented (reserve volume: CHF ~4bn)
- 2022 Allianz Suisse launches "3+4" strategy<sup>3</sup> and targets top 3 in growth, profitability and #1 in capital efficiency

1) Incl. fee and commission income

2) 2.0% excluding F/X

3) Allianz Suisse strategy with 3 change topics (collaboration and result orientation, IT and sales transformation) to drive its 4 focus areas: customer satisfaction, non-life growth, non-life profitability and OP growth life



# Allianz Suisse (2/2)

2022

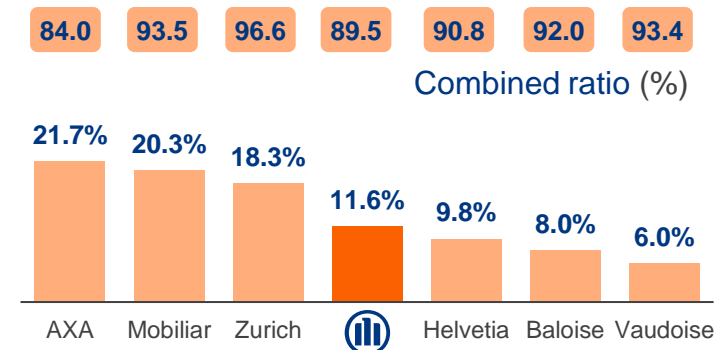
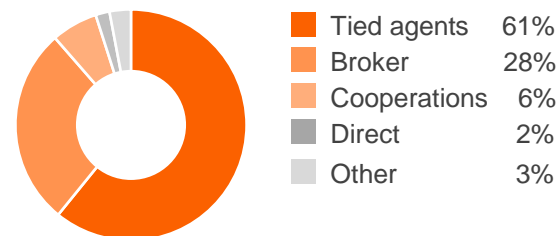
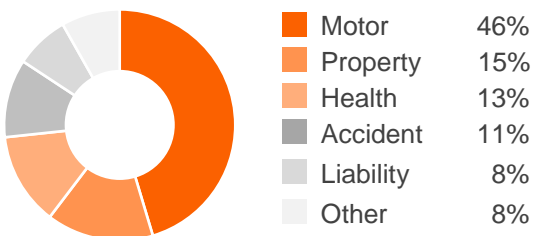
Product mix (GPW, %)

Distribution mix (GPW, %)

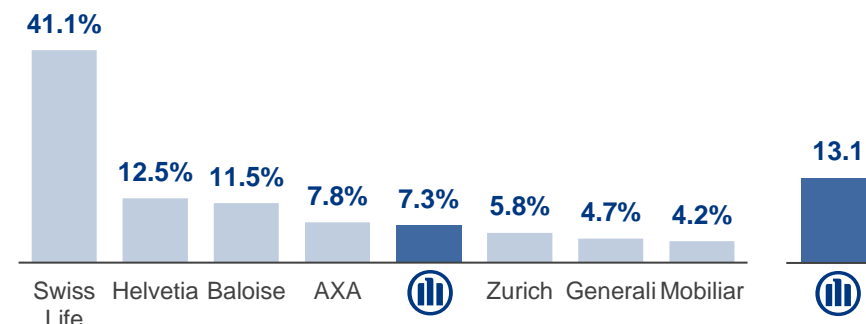
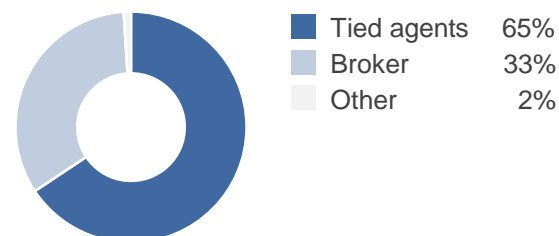
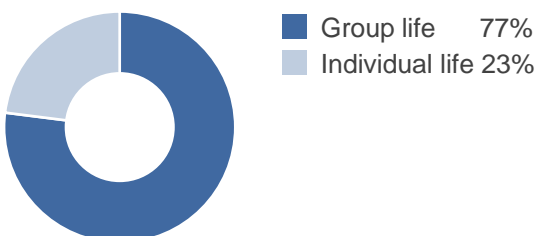
Market shares (GPW, %)

RoE<sup>1</sup> (%)

Non-life



Life



1) Deducting investments in affiliated enterprises, excluding unrealized gains/losses on debt securities (net of shadow accounting) and goodwill

# Allianz Suisse – key messages

<b>Market</b>	Attractive profitability, growth in line with economic development
<b>Footprint</b>	Top 5 positions in non-life and life
<b>Track record</b>	7% OP CAGR 2017-2022 <sup>1</sup> ; non-life: #1 in terms of RoE in CH
<b>Strategy</b>	Target to be top 3 in growth, profitability and #1 in capital efficiency
<b>Claims management</b>	Claims initiatives with savings > EUR 30mn in 2022
<b>Ambition<sup>2</sup></b>	Operating profit EUR ≥ 400mn & RoE ≥ 20% in 2025

1) 5% excluding F/X  
2) IFRS 9/17



IFRS 9/17

INSIDE  
ALLIANZ  
SERIES

#11

Giulio Terzariol  
CFO Allianz SE

Munich,  
June 2023

# Disclaimer

**Numbers and figures in this presentation  
are illustrative or simplified and no forecast!**

# Agenda

## Topics

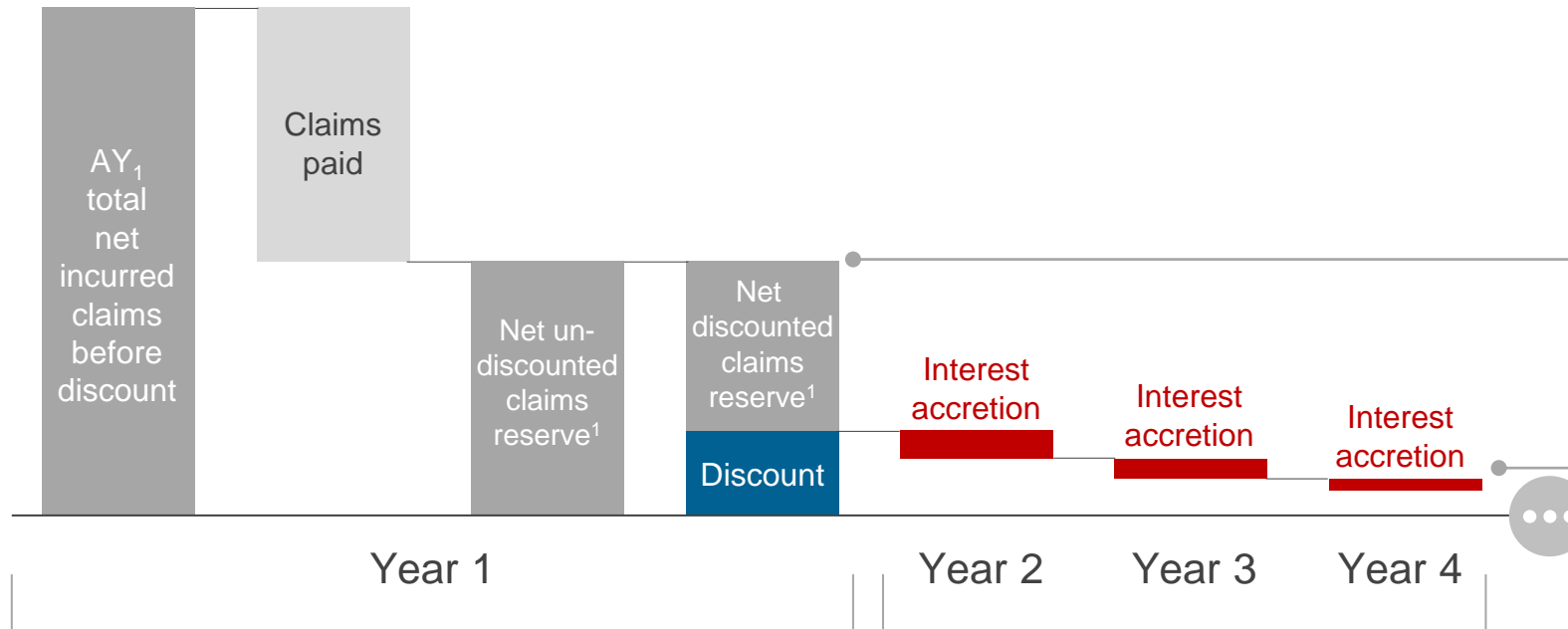
- 1 P/C discounting
- 2 P/C interest accretion
- 3 L/H OP by measurement model
- 4 L/H CSM walk
- 5 Group s/h core net income

## Message

- Both items to be seen in combination
  - Short-term noise
  - Long-term neutral
- 
- Most KPIs stable, investment result volatile
- 
- Predictable “in-force return” and CSM release
- 
- Adjusted for volatile and extraordinary items

# P/C discounting (illustrative)

## Net AY claims



Positive impact on insurance service result

Negative impact on investment result

## Comments

Interest rates locked-in with begin of quarter assumptions; FY based on weighted quarterly averages

Accretion on remaining reserve with locked-in rates from year 1

$\Sigma$  accretion  $\approx$  discount

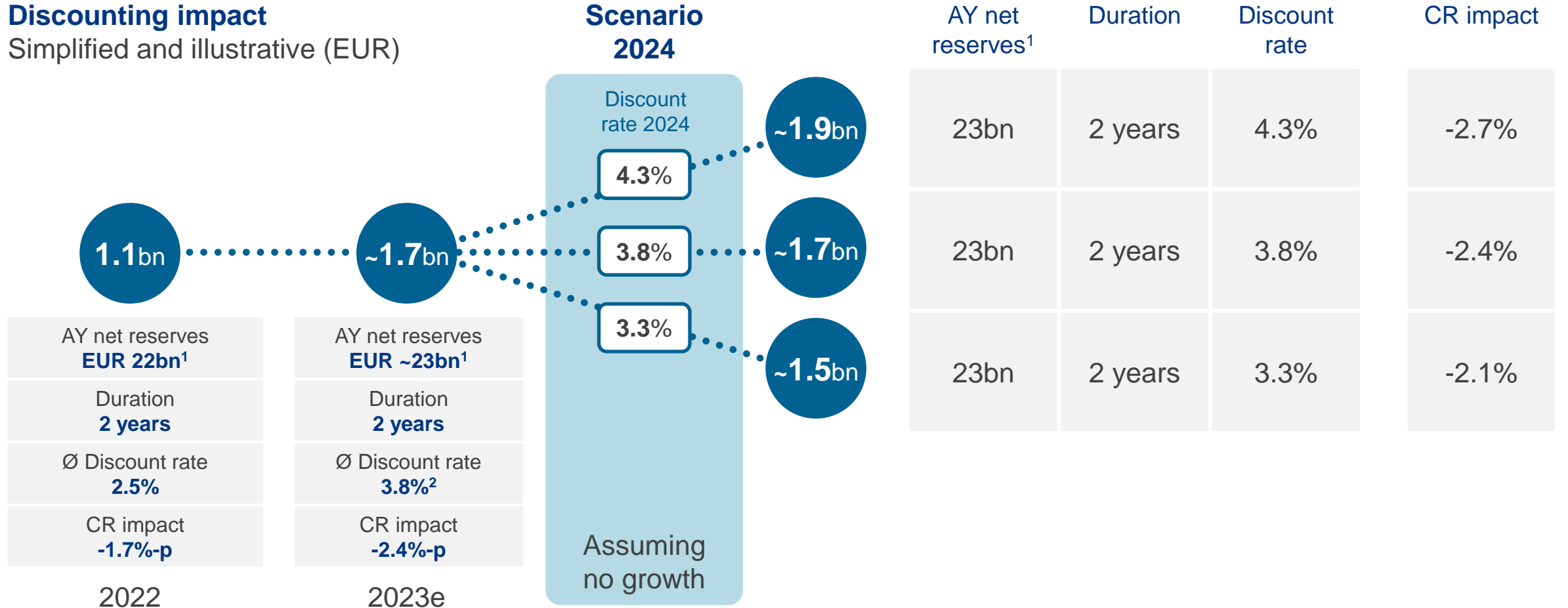
Intra-year accretion declining from Q1 (higher) to Q4 (lower) following payout

All reserve adjustments from interest rate changes in following years booked through OCI

1) Including risk adjustment

# P/C discounting – simplified mechanics

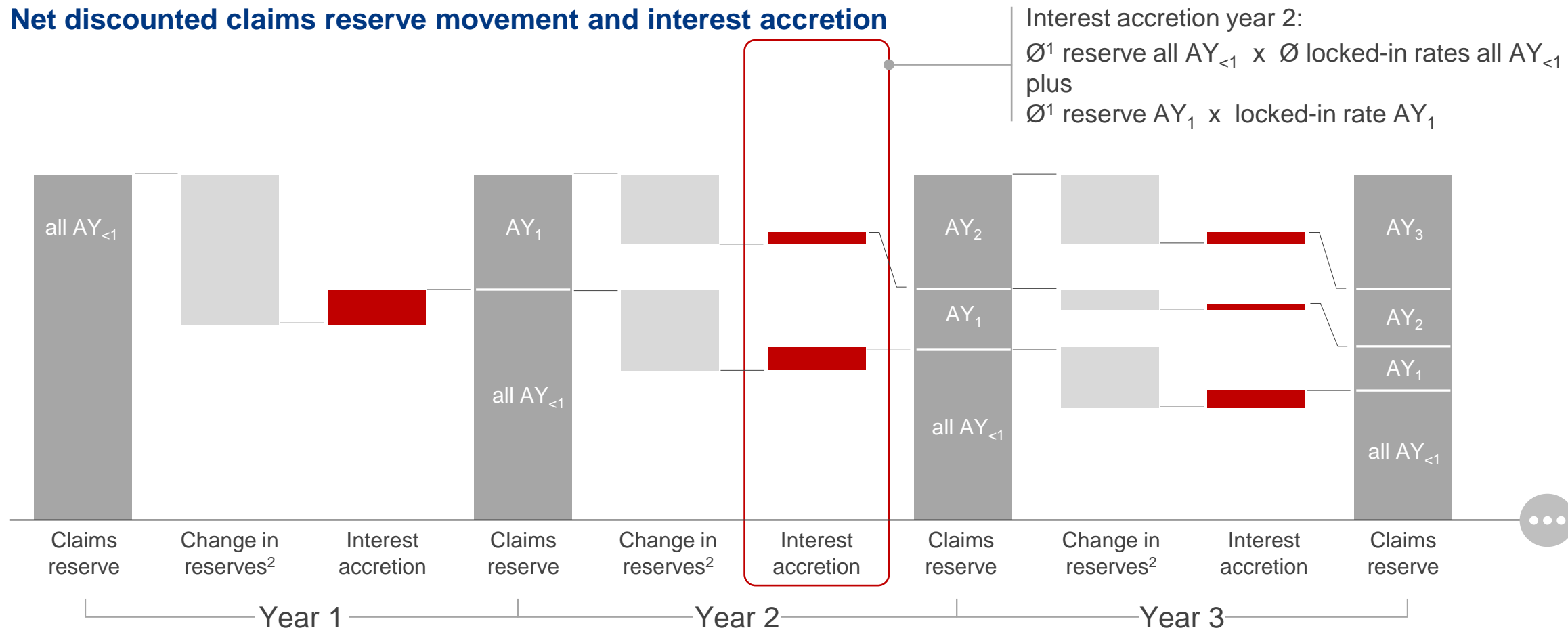
## Discounting impact Simplified and illustrative (EUR)



1) Including risk adjustment  
2) Assumption based on 1Q 2023

# P/C interest accretion (illustrative)

## Net discounted claims reserve movement and interest accretion



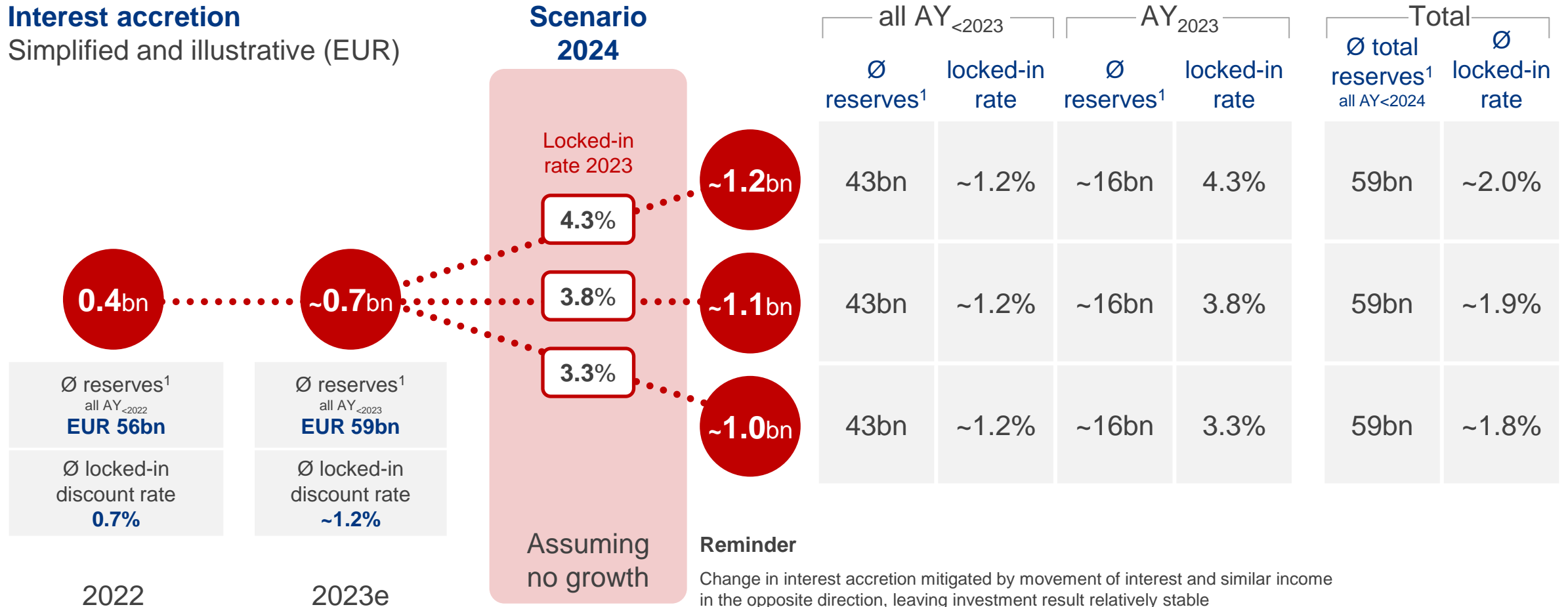
1) Refers to the average of discounted loss reserves incl. risk adjustment at the beginning and at the end of period  
 2) Change in reserves from payment of claims as well as run-off development



# P/C interest accretion – simplified mechanics

## Interest accretion

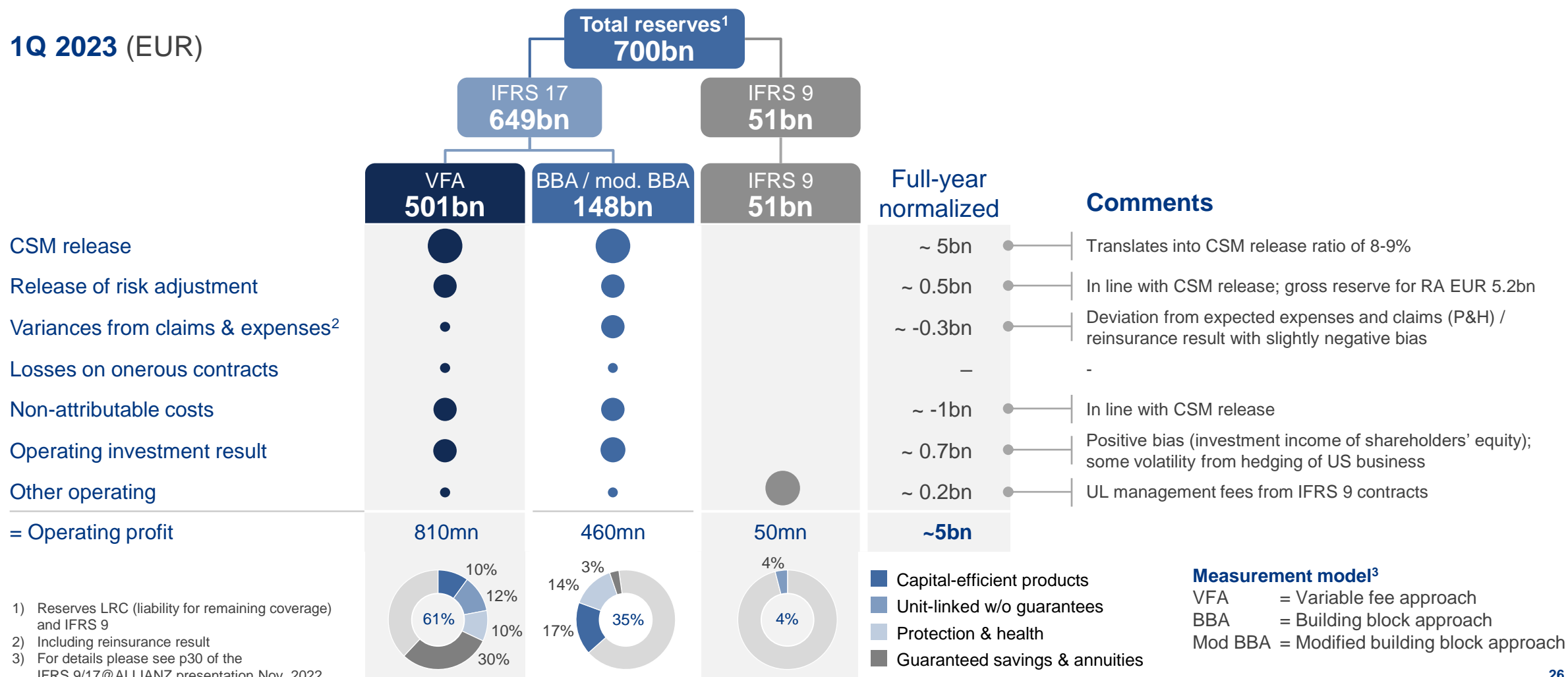
Simplified and illustrative (EUR)



1) Refers to the average of discounted loss reserves incl. risk adjustment at the beginning and at the end of period

# L/H operating profit by measurement model

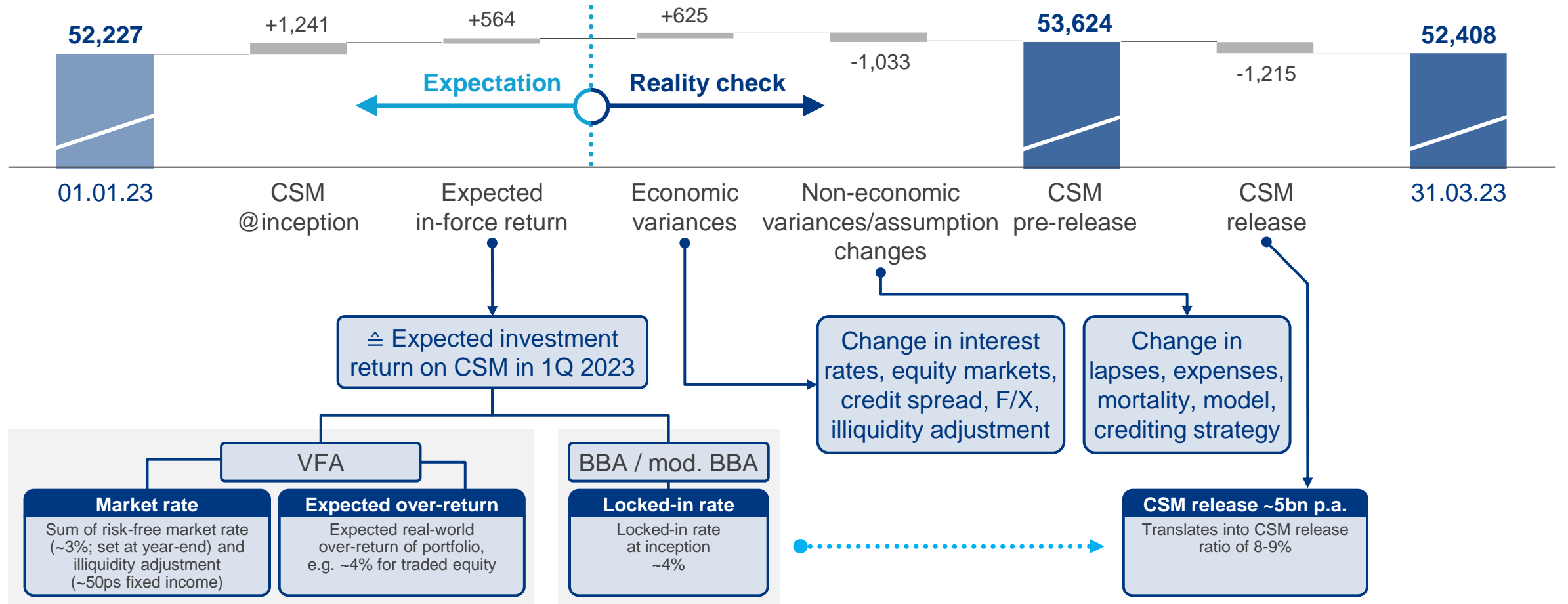
1Q 2023 (EUR)



1) Reserves LRC (liability for remaining coverage) and IFRS 9  
2) Including reinsurance result  
3) For details please see p30 of the IFRS 9/17@ALLIANZ presentation Nov. 2022

# L/H CSM walk – drivers

EUR mn



# Group shareholders' core net income

	S/h net income		
⊕ <b>Operating profit</b>	●	●	
⊕ Non-operating impact from market movements	●	○	Removed <sup>1</sup>
⊕ Purchase GAAP accounting	●	○	
⊕ Other non-operating items	●	●	
⊖ Income taxes	●	●	Adjusted for removed items
⊖ Non-controlling interests	●	●	
⊖ <b>Shareholders' net income</b>	<b>= IFRS</b>	<b>= Core</b>	

## Shareholders' core net income

**1** New reference for 50% dividend payout-ratio

**Dividend payout** = the higher of shareholders' core net income x 50% or previous DPS +5%

**2** Numerator for Group core RoE calculation

$$\text{Core RoE}^2 = \frac{\text{S/h core net income}}{\text{S/h equity excl. OCI}}$$

1) Excluding P-GAAP accounting of distribution agreements

2) Represents the annualized ratio of shareholders' core net income to the average shareholders' equity at the beginning and at the end of the period. Shareholders' core net income is adjusted for net financial charges related to undated subordinated bonds classified as shareholders' equity. From the average shareholders' equity undated subordinated bonds classified as shareholders' equity and net OCI are excluded.

# Cautionary note regarding forward-looking statements

This document includes forward-looking statements, such as prospects or expectations, that are based on management's current views and assumptions and subject to known and unknown risks and uncertainties. Actual results, performance figures, or events may differ significantly from those expressed or implied in such forward-looking statements. Deviations may arise due to changes in factors including, but not limited to, the following: (i) the general economic and competitive situation in the Allianz's core business and core markets, (ii) the performance of financial markets (in particular market volatility, liquidity, and credit events), (iii) adverse publicity, regulatory actions or litigation with respect to the Allianz Group, other well-known companies and the financial services in-

dustry generally, (iv) the frequency and severity of insured loss events, including those resulting from natural catastrophes, and the development of loss expenses, (v) mortality and morbidity levels and trends, (vi) persistency levels, (vii) the extent of credit defaults, (viii) interest rate levels, (ix) currency exchange rates, most notably the EUR/USD exchange rate, (x) changes in laws and regulations, including tax regulations, (xi) the impact of acquisitions including and related integration issues and reorganization measures, and (xii) the general competitive conditions that, in each individual case, apply at a local, regional, national, and/or global level. Many of these changes can be exacerbated by terrorist activities.

## **No duty to update**

Allianz assumes no obligation to update any information or forward-looking statement contained herein, save for any information we are required to disclose by law.